

# EBU

OPERATING EUROVISION AND EURORADIO

## 2016-2017 **ANNUAL REPORT**

# CONTENT

<b>FOREWORD</b>	<b>3</b>
<b>MEMBER SERVICES</b>	<b>4</b>
WORLD-CLASS CONTENT	6
RESEARCH AND DEVELOPMENT	12
ADVOCACY AND CAMPAIGNING	14
EXPERTISE, SHARING AND LEARNING	16
<b>BUSINESS SERVICES</b>	<b>20</b>
CONTENT PRODUCTION	22
BROADCAST SERVICES	23
CONTENT DISTRIBUTION AND PERMANENT CIRCUITS	24
<b>CORPORATE AND FINANCIAL REPORTING</b>	<b>28</b>
<b>OUR MEMBERS AND ASSOCIATES</b>	<b>34</b>
<b>OUR GOVERNANCE STRUCTURE</b>	<b>37</b>
<b>OUR ORGANIZATION</b>	<b>40</b>
<b>PSM DELIVERS VALUE TO SOCIETY</b>	<b>41</b>

# FOREWORD

## Welcome to the European Broadcasting Union's Annual Report for 2016-2017.

2016 has underlined the challenges our Members face on so many different fronts, from securing sustainable funding to protecting their independence and evolving to meet the demands of the online, digital world.

But, while the challenges our Members face may be varied, they all share the same objective – to provide all audiences with independent programming that informs, educates and entertains.

Our Vision 2020 objectives continue to determine our strategy and have proved, yet again, to have been well chosen to help Members address the challenges head-on.

As research from our Media Intelligence Service demonstrated this year, strong PSM is the lifeblood of open, cohesive and democratic societies. This is why we continue to work to **promote and champion PSM values** in a world where the role of the media is subject to increasing pressure and scrutiny.

As a Union, we are stronger when we stand together. PSM is being challenged by competing political and economic forces across Europe and the Middle East and we have worked hard to **strengthen EBU cohesion**. Safeguarding the independence of PSM has never been more important and every area of the EBU from Media to Public Affairs and Member Relations has been involved in securing a strong future for our Members and our Union.

Supporting Members to **increase the distinctiveness and quality of their content** is key if they are going to be able to compete against increasingly global media players. We are developing a new Sports Rights strategy in response to the colossal changes taking place in this market and are currently working on the new European Championships to be held in 2018. We continue to enhance the quality and diversity of our exchanges and to build on the success of the Eurovision Song Contest with the launch of a new spin-off, Eurovision Choir of the Year, later this year.

The drive to develop and deliver improved **digital services** for audiences is a common theme running through this report. From News to Sport we are looking at new ways of reaching audiences online; ensuring EU and international legislation is still fit for purpose; developing strategies for big data and supporting Members in transforming their business models. We are also changing the way we operate, modernizing our network and evolving our business services to meet changing demands.

Our need to optimize the operating model of the EBU has led us to a recommendation for the future, which Members will be asked to approve at the General Assembly. Implementation of that decision will be the task of the new Director General Noel Curran. We are delighted to welcome Noel on board, and he takes up the reins of the EBU in September with our very best wishes.

Thank you to all our Members, customers and partners who have supported and encouraged us in this period of change. Together we provide a compelling voice for PSM in this fractured world.



Jean-Paul Philippot  
President



Ingrid Deltenre  
Director General



## MEMBER SERVICES

Member services, ranging from world-class content to research and development, advocacy, and opportunities for sharing and learning, lie at the core of the EBU and are financed by an annual membership fee.



# WORLD-CLASS CONTENT

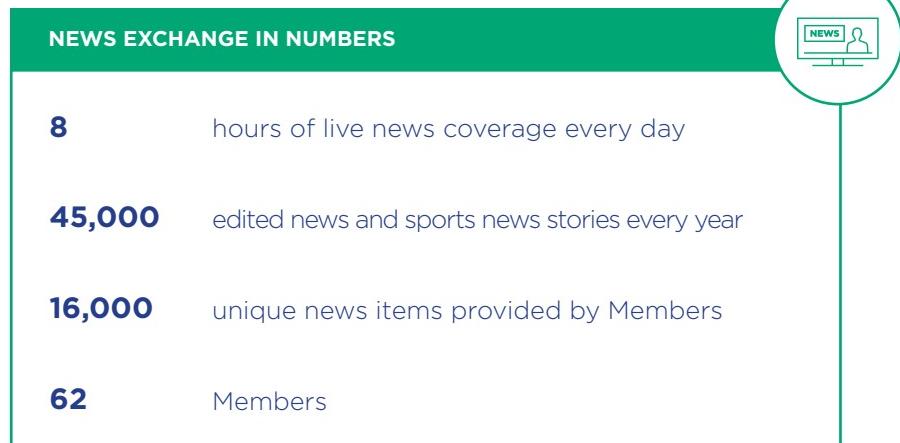
One of our key roles is to provide our Members with access to world-class content to help them increase the breadth, depth and quality of their programming.

This ranges from exclusive sports rights through to our 24/7 exchanges for news, music and children's programmes and the Eurovision family of events.

## NEWS

*The provision of independent and objective news is more important now than ever before. In a world where the news agenda is increasingly controlled by algorithms and bots, the job of PSM to provide trusted reporting from across the globe is critical.*

*Our News teams help bring the best of PSM coverage to audiences and provide Members with a centre of expertise and learning so they can continue to be the leading sources of impartial news.*



### USER-GENERATED CONTENT

User-generated content (UGC) is an essential part of news gathering in the modern era. In addition to the UGC included in our daily exchange, our UGC Verification Network now brings Members up to 40 cleared videos every day. The network provides a collaborative workspace for around 200 Members and EBU journalists to discover, verify and prepare content from the social web for purpose.

### STRENGTHENING DIGITAL NEWS

Our ultimate aim is to help make our Members' content available in any format, on any platform, as soon as it is available. Our Digital News community of journalists and experts met for the first time as part of Digital Media Days. It will look at ways of targeting audiences who consume news on social media and third party platforms. Community members share ready-to-use content as well as best practice and expertise.

### SPORTS NEWS

The number of Sports News events doubled in 2016 in response to Member demands for more live content. Highlights included live signals from, for example, the Reykjavik Fan Zone, as Iceland progressed in UEFA EURO 2016™ and a variety of press conferences such as for the election of the new FIFA President.

## BUILDING MEMBER RELATIONS

Our role is to draw on the collective resources of our Membership, helping Members share best practice and needs and also sharing ways to maximize the value of EBU news content and services.



The **News Contacts Meeting** in Croatia provided a vital hands-on forum to strengthen relationships and ensure efficient working.

The **News Technology Seminar** in Brussels explored the role of 360/VR, data journalism and the latest newsgathering tools while the **News Assembly** in Copenhagen looked at current issues facing newsrooms, such as the coverage of terrorism attacks, the impact of social media and the ongoing digital transformation.

In December, we were joined by four coordinators from the **Arab States Broadcasting Union** (ASBU). They wanted to gain a better understanding of the work of the News Exchange and, in return, were able to show us how to make best use of the material available in the ASBU Exchange.

We also participated in the launch of a new **International Constructive Journalism Institute** in Aarhus, Denmark.

EBU Media Director Jean Philip De Tender will sit on the Board of the Institute, which will share best practice and help journalists and news organizations apply constructive reporting in their daily work.

## RADIO & MUSIC

*Radio remains the most trusted media source across Europe, and our role is to help our Members deliver high-quality, independent services to reach the widest possible audience.*

*We do this by undertaking advocacy, providing expertise, offering opportunities for sharing, learning and networking, and providing access to world-class music and events through our Music Exchange.*



### MUSIC EXCHANGE IN NUMBERS

*In 2016, the Exchange offered around 3,000 concerts by the world's leading artists. 80 broadcasters ordered a total of 25,000 concerts.*

**2,064** classical concerts and opera performances

**435** rock and pop events

**311** jazz concerts

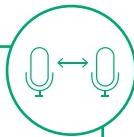
**153** folk and world music events

*Each classical music event was heard on average in seven countries.*

## WORLD-CLASS MUSIC

Our Music Exchange is the world's largest offer of live and specially recorded music. Members can access performances from the world's leading artists and venues such as the New York Metropolitan Opera, Vienna Philharmonic Orchestra, Montreux Jazz Festival and, this year for the first time, the Tomorrowland dance festival.

We also curate our own Euroradio season of concerts, including major festivals across Europe. In 2016, these put increased emphasis on live performance and topical events. In addition, the first project of Ramadan music was produced this year in collaboration with the Arab States Broadcasting Union.



## DOT-RADIO

For the last four years, the EBU has been negotiating for the right to launch a new top level domain name dot-Radio. Launching next autumn, dot-Radio will be managed by the EBU on behalf of the whole radio industry and the domains reserved for people and organizations with an active interest in the sector.

## PROMOTING DIGITAL RADIO

2016 was a significant year for digital radio, leading up to Norway becoming the first nation in Europe to start switching off the FM signal in January 2017. Throughout the year, we championed the digital transition through high-profile advocacy, research, sharing best practices and working with the wider industry. We supported a group of major European broadcasters to form the European Digital Radio Alliance, dedicated to making digital the primary means of future radio distribution.

## LEARNING AND NETWORKING

In 2016 we created a group to bring together the directors of youth radio channels to share strategic insights and experience of reaching younger audiences. We also held a highly successful New Media Day looking at how to enhance the live listening experience. Members were supported in their thinking about the new wave of third-party AI devices and their implications for the radio market.

## SUPPORTING INNOVATION

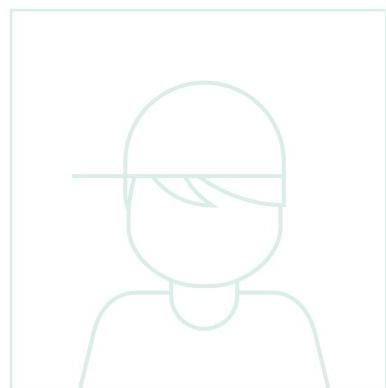
We are committed to supporting innovation and creativity in radio. In 2016, we established the EBU Radio Innovation Fund to facilitate innovation and help Members create landmark projects to benefit the whole community and the medium itself. The first recipients included an initiative to train teenagers as DJs from RTVSLO and a Storyboard application from RTBF to help broadcasters share audio files as video on social media.

## ■ YOUNG AUDIENCES

*Our landmark Generation What? Europe project revealed how 18-34 year olds across the continent feel about a number of key areas affecting their lives including politics, immigration, national identity and their hopes for the future.*

*18 EBU Members from 14 different countries took part in the project. Since its launch in April 2016, nearly a million young people have taken the survey.*

*Thanks to EU funding, we are now launching a new General What? survey involving our Members in the MENA region.*



## LIVE EVENTS

*The Eurovision family of events brings Members together to produce over 13 hours of exciting live programming every year. Connecting audiences across the globe, our programmes celebrate the diversity of the continent.*

*Unfortunately, despite the best efforts of all 12 Members involved, we could not get enough financial support to produce the proposed Eurovision Super Games. However, we will premiere a brand new competition in 2017, Eurovision Choir of the Year.*



### Eurovision Song Contest

The Eurovision Song Contest is the highlight of our year of events and is the world's biggest live music show.

The 61<sup>st</sup> Song Contest was held in Sweden in May 2016 and reached record audiences of more than 200 million viewers across the world. Host broadcaster Sveriges Television (SVT) put on an exciting show with Ukraine's Jamala winning a tight final that featured a new two-tier voting presentation. The Grand Final was also broadcast live in the United States for the first time thanks to a deal with Viacom's Logo network.

#### Eurovision Song Contest (ESC) in numbers

- 204 million viewers of the three finals across 42 markets (5 million more than in 2015)
- Viewing share of over 36% for the Grand Final (more than double the average prime-time share)
- 2.6 million live streaming sessions in 196 territories and 5.3 million on-demand requests on Eurovision.tv and YouTube
- Average of over 43% of 15-24 year olds watching TV tuned in to the Grand Final (more than four times the average prime-time share)
- Iceland recorded the largest viewing share of 95.3% (despite not reaching the Grand Final!)

#### ESC RECEIVES THE CHARLEMAGNE MEDAL

The Eurovision Song Contest was awarded the 2016 Charlemagne Medal for media that has contributed to European unity. Presenting the Award, ABBA's Björn Ulvaeus told the audience that the Contest was a powerful symbol and one of the rare occasions when Europe now has a sense of what it is like to be unified and to 'live in harmony'.

### JUNIOR EUROVISION SONG CONTEST

A total of 17 countries took part in the 14<sup>th</sup> Junior Eurovision Song Contest hosted by Maltese Member PBS. For the first time the event was staged on a Sunday afternoon to better reach its younger target audience. The contest was won by 10-year-old Mariam Mamardashvili from Georgia.

### Eurovision Young Musicians

Eurovision Young Musicians was held in Cologne in September and was co-produced with Member WDR. The 18<sup>th</sup> biennial contest featured 11 finalists and was won by the young saxophonist Łukasz Dyczko from Poland.

### Eurovision Choir of the Year

We have just launched an exciting new contest for 2017, Eurovision Choir of the Year. Choirs from nine countries will compete in the inaugural event, which will be hosted by Latvian Television and broadcast live from Riga in July.

## SPORTS RIGHTS

The last year was busy with major events from UEFA EURO 2016™ to the FIS Alpine Championships 2017, alongside key agreements for new properties.

### SPORTS RIGHTS IN NUMBERS

**28** federations

**31** contracts

**200** events

**711** competition days



### NEW AGREEMENTS

#### SUMMER SPORTS

We have added a number of media rights agreements for summer sports, including cycling and swimming. Our extensive cycling portfolio now covers a total of 110 race days thanks to new agreements with the UCI (Union Cycliste Internationale), the UEC (Union Européenne de Cyclisme) and the four classics (Tour of Flanders, Amstel Gold Race, Clasica San Sebastian and Cyclassics Hamburg). In swimming, we signed a four-year contract with FINA (Fédération Internationale de Natation) for the exclusive media rights in Europe and North Africa for leading competitions including the World Championships.

#### FOOTBALL

We reinforced our football portfolio with the extension of Other FIFA Events up to 2018, bringing five additional FIFA World Cups in 37 territories. These include, in 2017, the FIFA Beach Soccer World Cup Bahamas, the FIFA U-17 World Cup India and the FIFA U-20 World Cup Korea Republic and, in 2018, the FIFA U-17 Women's World Cup Uruguay and the FIFA U-20 Women's World Cup France. Furthermore, we reached an agreement for the first Best FIFA Football Awards™ 2016 in 38 territories which honours the most important actors on the football scene, the players, coaches as well as the fans.

#### WINTER SPORTS

We also expanded our rich winter sports portfolio. We extended our agreement with the International Biathlon Union (IBU) for four more seasons of this increasingly popular sport providing rights-holders with more than 300 hours of premium content and another 100 hours of secondary content. And we signed a new agreement for the Swiss Ski FIS Skiing World Cups up to 2022 allowing Members to broadcast a number of major events including the Alpine Skiing World Cups in Wengen, St Moritz and Adelboden.



## KEY EVENTS

*In 2016, 28,250 hours of sports programming acquired by the EBU were broadcast on 240 different TV channels across 65 countries.*

*53% of that coverage was live, an increase of 33% compared to 2014 (when the last major football event - 2014 FIFA World Cup Brazil™ - took place).*



### UEFA EURO 2016™

**26** EBU TV and radio Members and 14 Radio-only Members

**6,300** hours of TV coverage

**50%** live coverage



### EUROPEAN QUALIFIERS FOR 2018 FIFA WORLD CUP™

**31** EBU Members

**600+** hours of TV coverage

**68** host broadcasting operations



### RIO 2016 PARALYMPIC GAMES

**54** EBU Members

**750+** Members' staff on-site

**135%** increase in coverage compared to London 2012



### FIS ALPINE WORLD SKI CHAMPIONSHIPS 2017

**26** broadcasters covering 57 nations worldwide

**22** EBU Members

**994** hours of TV coverage



## INNOVATIVE DIGITAL SERVICES

We have successfully piloted a range of new digital services to increase the visibility of our sports portfolio online. We produced tailor-made clips for social media at the European Athletics Championships in Amsterdam while we worked with the International Skating Union (ISU) and the IBU to produce dedicated content for the Federations' and Members' social platforms. We have also been developing live and near-live visualization services for radio stations and websites to provide a richer experience for audiences. For example, at the FIS Alpine World Ski Championships in St Moritz, we uploaded nearly 750 interviews to Euroradio's new responsive audio platform that were used by 70 media companies in 16 countries.

## EUROPEAN CHAMPIONSHIPS 2018

We have worked with our Members to support the creation of a new multi-sport event to be held in Glasgow and Berlin in August 2018 and featuring the best European competitors in athletics, aquatics, cycling, golf, gymnastics, rowing and triathlon. With European athletes at the heart of the event, almost 40 broadcasters have already signed media rights agreements for the European Championships. Eurovision Media Services will act as host broadcaster and will be offering around 250 to 300 hours of programming to a potential audience of more than 1 billion on radio, television and multiple digital platforms.

# RESEARCH AND DEVELOPMENT

We live in a world where the technological landscape is evolving rapidly. Members need to remain competitive, transforming their organizations and skills to remain relevant to all their audiences.

At the EBU, we provide a centre for learning, sharing new technology and innovation, and helping our Members to navigate this fast-paced world.

## MEDIA CYBER-SECURITY

*Bringing more IT technology into broadcasting has created new opportunities for media production and distribution, but it has also opened up broadcasters to new security threats.*

Since 2014, security experts from our Members have regularly met to develop best practice for dealing with general media and broadcasting security threats.

In 2016, the EBU Technical Committee approved our first set of EBU Recommendations in the area of media cybersecurity. The work received global recognition.

The documents are publicly available on our website at [tech.ebu.ch/groups/mcs](http://tech.ebu.ch/groups/mcs)



## PERSONALIZATION

*Over the past year, we have worked with our Members BR (Germany) and RTS (Switzerland) to develop a new system to deliver personalized recommendations for media content.*

It was first deployed by RTS last December and, this year, RTP (Portugal) adopted the tool to deliver automated video and audio recommendations to its audience. The development of the recommendation system is just one part of the EBU's wider initiative on big data (see page 18).

More information about the new system and the topic of personalization is available on our website at [tech.ebu.ch/groups/recsys](http://tech.ebu.ch/groups/recsys)



## 5G

*5G is the next generation of telecommunication technology and provides Members with opportunities to develop new services and business models. This could contribute to sustainable solutions for PSM distribution.*

We have been working both with 3GPP and the ITU to ensure PSM's requirements are accommodated in the 5G specifications and that there is as much harmonization as possible between 5G and existing media delivery systems.

A new document from the EBU's Technical Committee sets out the opportunities provided by 5G. It is available to Members: [tech.ebu.ch/publications/bpn109](http://tech.ebu.ch/publications/bpn109)



## VIRTUAL REALITY

We are working with the research centres of various Members including RAI, IRT, BBC, NHK and KBS to analyse the initial hype around virtual reality, share insights that might be relevant to other applications, examine the maturity of the technology and view Members' pilot projects.

## NEW BROADCAST BUILDING INITIATIVES

Several Members are in the process of planning or building new broadcast centres. A new group has been set up, in conjunction with Eurovision Academy, to provide a trusted forum for discussion and sharing. Key topics include investing in IP infrastructure, workflows, workplace, organizational matters and the shift to a digital mindset.

## STRENGTHENING MEMBER RELATIONS

We regularly bring Members together to share case studies of successful technology projects and debate the best technology investments and standards with the industry. Our seminars are designed by Members for Members but are also in high demand by the wider industry. We are able to provide expert tutorials and demonstrate emerging technology alongside the seminars themselves. Our Production Technology Seminar was attended by 74 Members and 72 industry representatives this year while we had to close registration for our Network Technology Seminar (NTS) seven weeks before the event due to high demand. We are hoping to be able to find a way to accommodate more people in future years.

## BETTER PIXELS FOR UHD WITH HDR

*Providing TV images with additional definition alone - UHDTV - brings very little improvement over HDTV. However adding a technology called high dynamic range (HDR) gives the image 'sparkle' and makes it appear more natural to the viewer.*



We have published a new technical report that recommends the standards to be followed. This has been recognized by the ITU-R in its standardization work:  
[tech.ebu.ch/news/2016/08/tech-news](http://tech.ebu.ch/news/2016/08/tech-news)

Initial experiments in this field by Members, such as the BBC's Planet Earth II, have shown that HDR images are popular with audiences. Further work is now continuing to provide the skills for creatives and technologists to make suitable HDR content.

## VRT-EBU LiveIP STUDIO

*The joint VRT-EBU LiveIP Studio project picked up a host of awards last year, including the IBC2016 Innovation Award for Content Creation, two TVB Awards and the first ever annual EBU Award for Technology & Innovation.*



The LiveIP Studio is the world's first fully functioning multi-vendor live production system based entirely on IP and IT technology.

The work is closely linked to our leading role in the creation of an industry-wide roadmap of technology standards for the next five years:

[tech.ebu.ch/publications/jt-nm-roadmap](http://tech.ebu.ch/publications/jt-nm-roadmap)

We have also held major public demonstrations such as the IP Showcase at NAB 2017 and worked with Eurovision Academy on a new training course.

# ADVOCACY AND CAMPAIGNING

We have championed the value of public service media for 65 years and we continue to campaign on behalf of Members to secure the future of independent broadcasting, sustainable funding and the best possible legal and technological framework for broadcasting.

We represent the interests and promote the role of PSM among policy-makers across Europe and play a critical role in advancing policies that promote media freedom, diversity and informed citizenship.

In 2016 we campaigned on issues ranging from media freedom to spectrum and accessibility. Some of our key achievements are shown below.

## PROMINENCE AND FINDABILITY

The European Commission published its proposed revision to the Audiovisual Media Services (AVMS) Directive last May.

Our policy proposals on prominence and findability and the need to expand the scope of the Directive were taken up in the Commission's proposal and even better reflected in the European Parliament's draft report.



*We are seeking further improvements during the decision-making process which will continue throughout most of 2017.*

### MUST-CARRY AND NETWORK ACCESS

Making provisions for access to distribution networks and must-carry rules future-proof is the focus of our proposals on the revised Telecoms Package (e-communications code). We have agreed a common legal position on the Commission's proposals and improvements of the must-carry obligations have been introduced to the proposal.



## SUSTAINING THE AUDIOVISUAL VALUE CHAIN

Other EBU proposals for amendments to the AVMS Directive seek to protect content and the signal integrity of audiovisual media services:

- safeguard their sources of financing
- improve the distinction between editorial content and commercial communications
- ensure a legal framework is applied to video-sharing platforms



*We are analysing amendments by the EU Parliament and Council to promote our common positions.*

## COPYRIGHT AND LICENSING

After several years of lobbying for an update to TV and radio copyright licensing rules, our call to introduce new rules for broadcasters' online transmissions and third-party retransmissions (based on the existing rules for satellite and cable TV) was finally heard.

The European Commission published a legislative proposal reflecting the EBU's request in September, despite fierce opposition by a number of commercial media organizations.



*We continue to lobby the European Parliament to safeguard and hopefully improve this important legislation.*

## CONTENT PORTABILITY

The EU Commission's new proposal concerning content portability will allow European citizens to access TV programmes and audiovisual services from 'back home' when they are temporarily travelling abroad. We have ensured that our Members can voluntarily offer their viewers cross-border portability for their online services.

## ACCESSIBILITY

*We issued a common proposal to improve the accessibility of audiovisual media services for people with disabilities.*



Working in partnership with the European Disability Forum and the Association of Commercial Television, this tripartite proposal has been well received by EU policy-makers

It strongly supports the case for covering the accessibility of audiovisual media services in sector-specific legislation (the AVMS Directive) rather than in the EU Accessibility Act.

## EBU OFF-THE-RECORD BRIEFINGS

*Our Brussels Office organized a successful series of off-the-record meetings for Members' Brussels-based political correspondents.*



Several key EU policy-makers joined us for informal briefings including Head of Commission President Juncker's cabinet Martin Selmayr, Head Spokesperson for the European Commission Margaritis Schinas and Didier Seeuws who is heading up the Council's internal Brexit task force.

Beyond offering first-hand insights into EU politics, the off-the-record meetings have created a unique environment for Brussels' correspondents to share ideas, facts and insights into their daily work.

# EXPERTISE, SHARING AND LEARNING

The EBU is a community of Members, providing opportunities for sharing, learning and mutual support through regular events, working groups and meetings.

We also have teams of dedicated experts providing tailored advice on the business of PSM from the latest audience statistics to media law. And our Eurovision Academy offers training customer-made for busy media professionals.

## Eurovision Academy

*Eurovision Academy is the EBU's training centre. To help our Members tackle the challenges facing PSM today, we offer topical courses with world-leading experts in subjects ranging from design thinking to viral video and safety training.*

*In 2016 we focused on LiveIP transformation, Snapchat and Mojo content, on-line publishing platforms and strategic advocacy for PSM.*



### ACADEMY IN NUMBERS



- 958** participants from **45** countries
- 65** different courses
- 97%** customer satisfaction rating
- 80%** of course content new each year

### PEER-TO-PEER REVIEW

The peer review is designed to assess a broadcaster's performance against the core public service values. Romanian Member TVR completed the review earlier this year and will be using the feedback to help implement a series of reforms and strengthen its relationship with the audience. A review of RTÉ in Ireland will be taking place this summer.

### EXECUTIVE PROGRAMME

Our Executive Programme, run in conjunction with IESE in Barcelona and UCLA Anderson in Los Angeles, gives senior PSM managers the opportunity to learn how to develop effective strategies for their organizations. 22 people from 13 Members participated in the programme last year and had the opportunity to learn from other leaders at global media companies.

### HEST

For the past decade, our Hostile Environment Safety Training (HEST) has been equipping media professionals with the skills they need to face potential dangers when reporting from unsafe and unpredictable locations. Over 50 people participated in courses in 2016 with a further 15 doing refresher training. The course provides journalists and technical staff with the skills to handle difficult situations such as terrorism, natural disasters and civil unrest as well as urban uprisings and humanitarian crises.

## RESEARCH AND ANALYSIS

We provide our Members with primary research and fact-based arguments to make the case for PSM.

### MEDIA INTELLIGENCE SERVICE (MIS) IN NUMBERS

- 25** research reports (covering PSM, audiences and market trends)
- 40** country profiles
- 9** datasets covering 59 topics
- 437** individual requests for information
- 40 000+** publications downloaded
- 91%** satisfaction rating

All our media research and analysis can be found on our new, easy-access web page: [www.ebu.ch/mis](http://www.ebu.ch/mis)



### PSM CORRELATIONS REPORT

Building the case for PSM has always been at the centre of the EBU's activities. Last year's PSM Correlations study was the first to show that well-funded and strong PSM goes hand in hand with indicators of a healthy democracy, and how strong PSM is linked to lower levels of corruption. Members can access the full report: <https://goo.gl/kWkhRT>

### NEWS2KNOW IN NUMBERS

News2Know keeps our Members and partners up to date with a daily bulletin highlighting the latest developments in PSM.

- Over 5 100** news items published
- 34 000** news stories now available online in a searchable database

Subscriptions up nearly **18%**



### NEW VIDEO-ON-DEMAND RESEARCH

An MIS report showed that video-on-demand (SVoD) subscribers in Europe grew by 56% in just one year between 2014 and 2015. By 2020 SVoD is expected to have reached 50 million homes. However, free catch-up services, such as the BBC iPlayer or RAI Replay, remain the preferred way to access on-demand content. Members can access the full report: <https://goo.gl/E5Jlwm>

### PSM CONTRIBUTION TO SOCIETY

We have been promoting a new approach to help PSM report on their activities, **Contribution to Society**, and helping Members launch their own impact assessments. Our MIS team delivered presentations and induction activities at 10 events and facilitated 8 on-site strategic workshops for our Members.

Broadcasters such as ARD, Swedish Radio and Yle were pioneers and have created Contribution to Society teams and strategies. Others such as the BBC or Czech TV have already conducted impact studies. MIS also continues to research impact measurement methodologies, with a special focus on economic issues.



We are continuing to consolidate the Contribution to Society methodologies as key elements of our Members' corporate and advocacy strategies. The dedicated LinkedIn group now boasts members from 44 PSM organizations.

[www.ebu.ch/psm-contribution-society](http://www.ebu.ch/psm-contribution-society)

## BIG DATA INITIATIVE

*Our Big Data Initiative was launched in 2015 to look at how PSM organizations can leverage the potential of big data to remain competitive while staying true to their values.*

*The majority of our Members (66%) believe that data plays an important role within their organizations. Yet only 12% consider themselves to be at an advanced stage in implementing data strategies.*

Our cross-departmental Big Data Initiative helps PSM develop strategies in the following areas:



AUDIENCE MEASUREMENT



MEDIA CONTENT STRATEGY



DATA PRIVACY AND SECURITY



RECOMMENDATION SYSTEMS

The second Big Data Conference in March attracted over 140 delegates from 20 countries with hundreds more watching live online.

More information can be found at:

[www.ebu.ch/member-services/big-data](http://www.ebu.ch/member-services/big-data)



## SOLIDARITY WITH MEMBERS IN TIMES OF NEED

*We provide support to Members with specific needs, intervening on their behalf to secure sustainable funding, champion media freedom and help them grow their professional, strategic and technical expertise.*

Over recent years we have worked closely with 17 Members to provide training, consultancy, lobbying, political mediation and networks for support and exchange. In all our activities we collaborate closely with other international organizations to share resources and optimize efforts.

In 2016, we worked with over 150 media professionals to provide them with the support they need to develop PSM in their countries. We brought Members together to exchange ideas and inspiration and provide mutual support in countries such as Ukraine and Albania.

We provided strategic advice, organizing workshops on areas of specific need such as children's programming with Egyptian Member ERTU and online news strategies for Balkan Members. And we helped Members develop their own training capacity in countries ranging from Georgia to Tunisia.

## TAILORED LEGAL ADVICE FOR MEMBERS, REGULATORS AND GOVERNMENTS

In 2016, we produced over 120 expert working documents to inform our community of major legal developments and provided over 140 pieces of tailored legal advice to Members.

### LEGAL FOCUS

We published a Legal Focus on the remit of PSM in the digital age, dealing with the critical question of PSM's role and the scope of its activities in global digital media markets and identifying non-binding guidance principles.

It is available to Members:

[www.ebu.ch/publications/psm-remit-principles-for-the-digital-media-age](http://www.ebu.ch/publications/psm-remit-principles-for-the-digital-media-age)

### LEGAL EXPERTISE

We were also consulted for legal expertise by a number of national governments and authorities including Belgium, France, Latvia and Romania.

## EVENTS

Our events and assemblies bring Members together to share best practices so they can learn and develop from the experience of fellow media organizations throughout the world.

We hold over 230 meetings and events every year.



### HIGHLIGHTS FROM 2016



#### PSM & PARLIAMENTS

Over 100 delegates from 19 countries in central and eastern Europe and beyond took part in a PSM and Democracy event in Prague last autumn. The conference discussed the need to protect the independence and sustainability of PSM in the face of numerous challenges.

#### Eurovision Creative Forum and Rose d'Or

The Eurovision Creative Forum, which showcases the most innovative and engaging formats from PSM, was hosted in partnership with ZDF in Berlin. Attendees were able to meet with producers nominated for the 55<sup>th</sup> Rose d'Or as the events were held in parallel in 2016. Programmes from Sweden, Ireland and the United Kingdom were awarded trophies in 11 categories including, for the first time, drama and audio stories.

#### NEWS XCHANGE

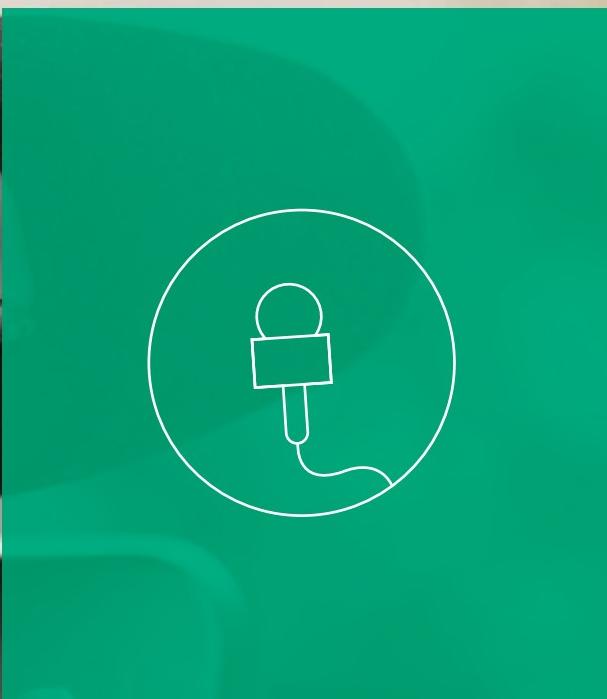
A record 600+ news professionals joined us in DR's Koncerthuset in Copenhagen for the News Xchange. The event concluded with a call for more constructive journalism to regain the trust of our audiences.

#### DIGITAL MEDIA DAYS

For the first time, we brought digital experts together with experts in fiction, news, sports, audience measurement, young audiences, music and more to discuss the impact of digital. 220 delegates from nearly 40 EBU Members took part in the event organized in partnership with RTP in Lisbon.

#### Eurovision Connect

Our annual conference brings together more than 170 PSM marketing professionals to share creative campaigns and new thinking. The 2016 event was hosted by Czech Television in Prague. France 5, the BBC and Arte were the big winners on the night at the Eurovision Connect Awards.



## **BUSINESS SERVICES**

We produce and deliver premium live news, sports and music events (both to Members and customers) on radio, TV and online platforms.

# Eurovision Media Services

Our business services (Eurovision Media Services) has a global reputation and is the first choice media services provider for many media organizations and sports federations around the world. We provide innovative services across the value chain from content production and broadcast services to content distribution and permanent circuits.

## CONTENT PRODUCTION

We provide full production solutions, including world-class host broadcaster services and a comprehensive content-creation service to help event organizers maximize their exposure and reach.

## BROADCAST SERVICES

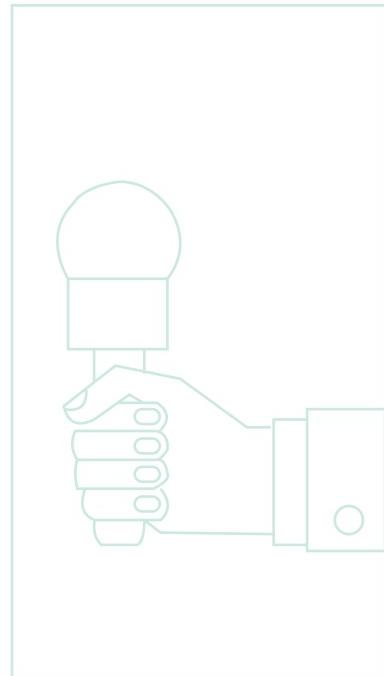
We offer an array of production and transmission services 24/7, enabling our Members and customers to deliver the world's top news and sports events.

## CONTENT DISTRIBUTION

Our global satellite and fibre network as well as digital tools/platforms bring top-quality sports, news and music events directly to the broadcast community. Our goal is to distribute any live event in any format, anywhere around the world.

## PERMANENT CIRCUITS

We provide permanent links from customers' overseas news bureaus back to broadcast centres, and we can offer permanent channels from their headquarters for onward distribution to cable and satellite platforms.



## CONTENT PRODUCTION

*We provide host broadcasting and tailor-made services that cover every production need for live events.*



### HIGHLIGHTS FROM 2016 / 2017



#### ROAD WORLD CHAMPIONSHIPS (UCI)

We provided host broadcasting services to the 2016 Road World Championships in Doha with 20 cameras covering the event and onsite services available to rights-holding broadcasters.

#### INTERNATIONAL BIATHLON (IBU) WORLD CUPS

On top of managing the global multi-platform media rights, we provided a wide-range of services for the IBU. This included host broadcasting in Italy, Poland and South Korea, a multi-stream platform on the IBU website, and extensive content production both for traditional broadcast and for social media/second screens.

#### MY WORLD REPORTER

Thanks to our partnership with AFP Services, we are able to offer broadcasters instant access to a global network of reporters and technical specialists to capture on-the-ground coverage of any news, at any time, even in the most remote locations.

## BROADCAST SERVICES

*With over 100 broadcast partners and bureaus around the world offering permanent production facilities and the ability to rapidly set up ad hoc facilities, we deliver unparalleled production and transmission services for journalists and crews covering major news and sports events.*

### UEFA EURO 2016™

On behalf of UEFA, we provided contribution and distribution services to bring live match signals from the 10 stadiums of the EURO to the International Broadcast Centre (IBC) in Paris and on to broadcasters worldwide.

In collaboration with UEFA, Plazamedia and Ville de Paris, we also provided a range of special event services at the official fan zone at the base of the Eiffel Tower as well as various stand-up positions for live programme inserts.

### RIO 2016™ OLYMPIC GAMES

2016 was an exciting summer for all sports fans. Right after UEFA EURO 2016™, Eurovision Media Services put together a special event to help broadcasters create their stories about the Games, national heroes, their supporters and surrounding events.

We offered a broad portfolio of facilities, including Eurovision Flex (our IP mobile rental units), live stand-up locations close to the main events (at Copacabana beach, Maracána stadium and Barra Olympic Park) as well as workspaces and other services.

### BREXIT

Last June, British voters decided that the UK should leave the European Union. In the days leading up to and following the referendum, we provided broadcast facilities near the Palace of Westminster in London. We offered broadcasters workspaces and two stand-up positions with connectivity to our global network.

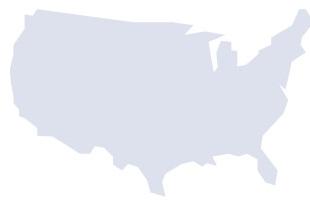
- 145+**  Transmissions
- 27**  Networks
- 69**  Hours of coverage



### US ELECTIONS

In November, our teams in Washington DC and New York City helped broadcasters deliver special 24/7 programming live from key sites. Multiple camera presenting positions were offered with a direct view of the White House as well as other strategic locations.

-  Over **760** hours of ad hoc transmissions, along with numerous dedicated production and network solutions.
-  More than **1,200** transmissions over our global satellite and fibre network.
-  **90+** broadcasters from Europe, Asia, Australasia, Middle East, Africa, South America, USA and Canada.



## KEY BREAKING NEWS EVENTS 2016 IN NUMBERS



### BASTILLE DAY ATTACK IN NICE



More than **275** transmissions



**119** hours of coverage



For **64** TV networks



### ITALY EARTHQUAKE AMATRICE



More than **220** transmissions



**86** hours of coverage



For **61** TV networks



### DEATH OF FIDEL CASTRO



More than **320** transmissions



**141** hours of coverage



For **46** TV networks



## CONTENT DISTRIBUTION AND PERMANENT CIRCUITS

*Whether it's over satellite, fibre or IP, we deliver thousands of hours of premium live news, sport, entertainment and cultural events each year.*

We are present at many of the greatest sporting events (UEFA EURO 2016™, Rio 2016™ Olympic Games, the PGA TOUR, NBA, Tour de France, Formula 1®, Wimbledon Tennis, English Premier League, and more), to serve broadcasters and sports federations as a reliable and innovative partner so that they can connect and engage with fans and reach out to the widest possible audiences.

We make use of the most advanced technology, continuously innovate to improve our services and work with the finest engineers to ensure that audiences around the globe will have a great live sports experience.

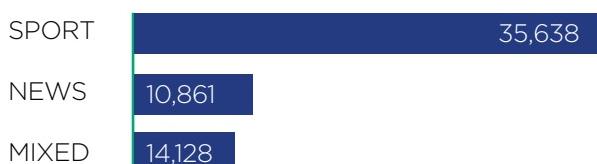
### TRANSMISSION VOLUMES 2016\*



#### TOTAL TRANSMISSION HOURS: 93,045



#### NUMBER OF TRANSMISSIONS: 60,857



\*For ad hoc transmissions (not including permanent circuits)

## **CONNECTING WITH FANS**

Our white label players enable sports federations to provide high quality live and on demand content to engage with fans. We also provide expertise and support to help promote their events on social media. For example, in 2016, our independent platform for the International Biathlon showcased live footage and delivered 600+ dedicated clips and online materials.

## **NBA SEASON COVERAGE**

Since 2012, we have delivered live NBA games and pre-produced content to broadcast partners throughout the Americas, Europe, Middle East, Africa and Asia.

## **Eurovision NEX**

Eurovision NEX is designed to enhance the ‘match experience’ for audiences. It enables broadcasters to access additional data feeds, such as extra video coverage, data graphics and historical/archive information from major events, from their premises to be used on second screen applications.

During UEFA EURO 2016™ we used NEX as a repository and workflow facilitator. Together with UEFA, we pushed up to 16 hours of content per day to around 30 broadcasters via the Eurovision Global Network.

It was deployed to transfer content from national team base camps to the IBC. Footage from press conferences and team trainings from UEFA's 43 ENG crews in France were sent quickly and conveniently to UEFA's main Livex server in the IBC.

## **Eurovision FLEX**

Eurovision FLEX allows media organizations deliver and monitor their live content anytime, from anywhere! Using a simple, intuitive online portal and a combination of internet with our fibre network, broadcasters can switch and control their own environment, such as foreign bureaus.

RTVE has recently adopted FLEX to link their international offices to their Madrid Headquarters, using a hybrid approach to take advantage of both dedicated secure optical fibre and widely available, cost efficient public internet.

In 2016, we deployed Flex in the control rooms of Members for the Eurovision Song Contest. We also used it to allow broadcasters more flexibility when covering breaking news at Eurovision Special Events and have assisted sports federations with contribution and distribution of live content.

## **EBU FLOW MULTI-CDN**

EBU Flow helps reduce Members' costs for internet delivery while improving the quality of experience for their audiences. By applying real-time internet performance data, EBU Flow selects the optimal Content Delivery Network to reach audiences at any time, in any place, throughout the world.

RTE, VRT, RTBF, NPO and ERT joined the Flow pilot in 2017. By combining resources, Members can create scale advantages in regard to operational and distribution costs and deliver an integrated service that would be technically challenging for any individual Member.

More information on the pilot is available at:  
[tech.ebu.ch/flow](http://tech.ebu.ch/flow)



“  
THANK YOU TO OUR  
MEMBERS, OUR CUSTOMERS,  
OUR PARTNERS AND OUR  
STAFF FOR EVERYTHING WE  
HAVE ACHIEVED TOGETHER.  
”





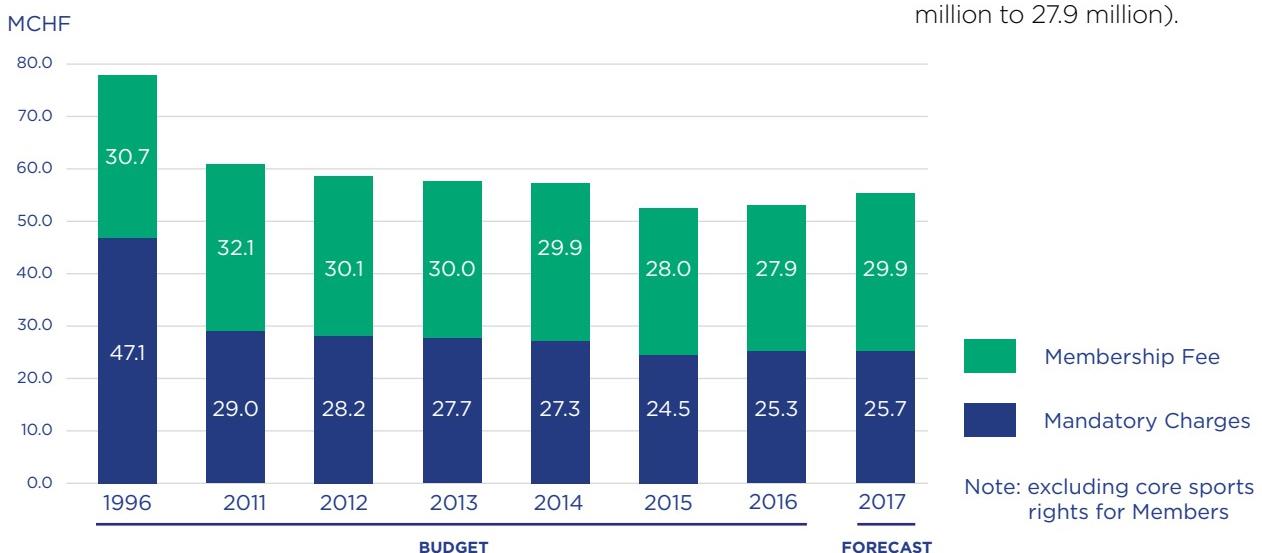
# CORPORATE AND FINANCIAL REPORTING

Corporate Services have continued to drive down costs and make efficiencies to ensure we are delivering good value for our Members.

## ■ MEMBERSHIP AND MANDATORY FEES

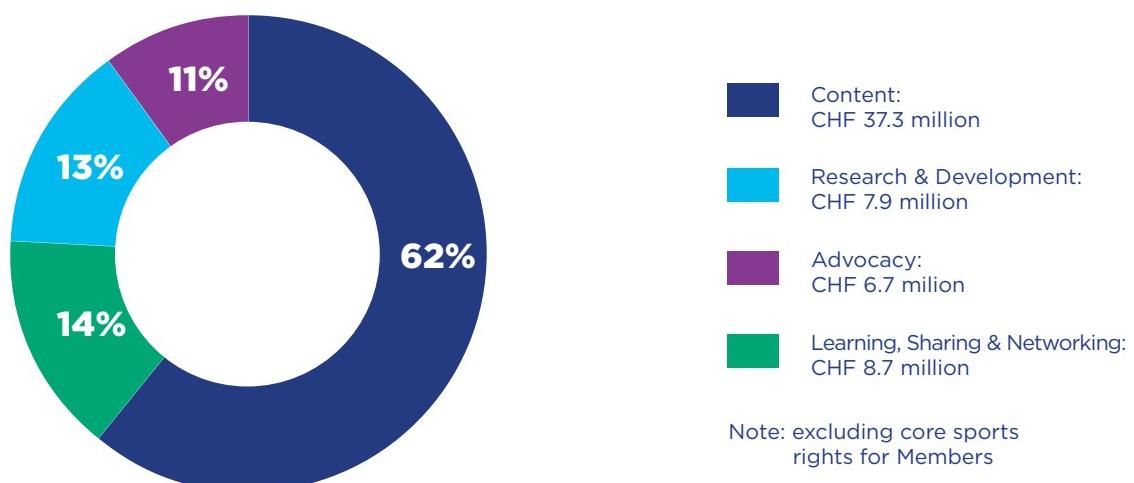
Over the last five years we have been able to permanently reduce the mandatory fees paid by Members from CHF 29 million in 2011 to 25.3 million in 2016, by modernizing the News Exchange and transforming the network.

Thanks to the surplus generated by the EBU in recent years, we have also been able to continue reducing Membership fees. In 2016, they were reduced by more than CHF 4 million (from CHF 32.1 million to 27.9 million).



## ■ USAGE OF MEMBERSHIP AND MANDATORY FEES

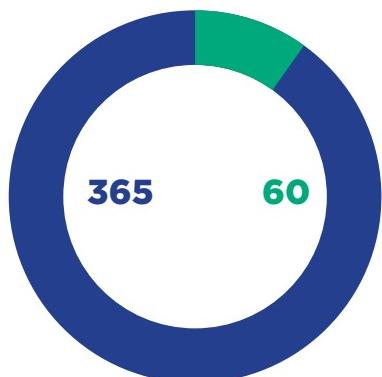
Membership and mandatory fees are used to fund the four different services outlined in this report.



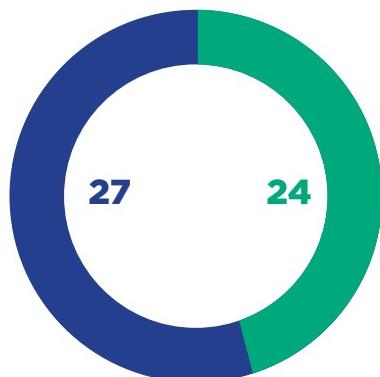
## ■ EBU STAFF WORLDWIDE

The EBU employs almost 425 staff (permanent and temporary positions) at its headquarters in Geneva and in its worldwide branches and subsidiaries. Staff turnover remains stable at 8% and is in line with expectations.

### EBU HEADCOUNT



### EBU STAFF TURNOVER



■ Geneva ■ Offices

■ Leavers ■ Joiners

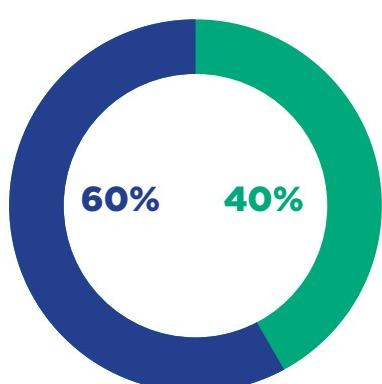
## ■ NATIONALITIES OF EBU STAFF WORLDWIDE

We employ staff of 45 nationalities across the world.

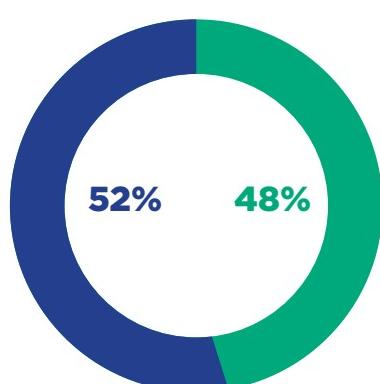
## ■ GENDER OF EBU STAFF

At the EBU, we have a good split of men and women working at a professional level (52% men and 48% women). While our percentage of women managers reflects the broader industry at 26%, we will continue to pursue policies to ensure we have a better gender balance throughout the organization.

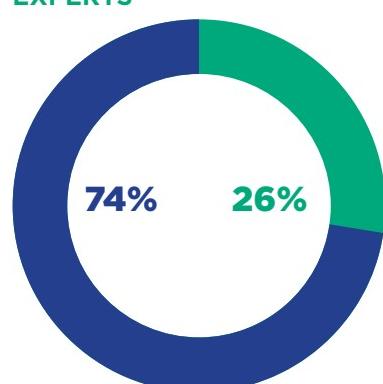
### EBU TOTAL



### PROFESSIONALS



### DIRECTORS/MANAGERS/ EXPERTS



■ Men

■ Women

# FINANCIAL STATEMENTS

## STATEMENT OF ACTIVITIES

2016 was by far the EBU's busiest year, with sports and news events delivered flawlessly and member services continuing to provide great value.

We invested heavily in new products and new infrastructure to ensure Eurovision Media Services remains at the forefront of the industry. And we are in the midst of two extraordinary projects to modernize the EBU's operating model.

However, we narrowly missed our financial forecasts, as we are still in the process of implementing a number of changes to our business services. Costs have increased to meet the demand for more bandwidth, together with growing expenses needed to accommodate customers' onsite requests.

### Compared to 2015

The operating income increase (CHF 2.9 million) is mainly due to sports rights sales. The CHF 4 million reduction in Membership fees (in line with the General Assembly decision to earmark reserves for that purpose) resulted in the same level of revenue compared to last year.

Network expenses, operation expenses and travel expenses are in line with last year and fees are higher (by CHF 1.0 million) than the previous year mainly due to higher than expected freelancer costs on major events such as UEFA EURO 2016™ and the Paralympic Games.

The impairment expense of CHF 1.9 million results from a combination of utilization of provisions and new impairments on sports contracts.

The provision for doubtful debtors increased by CHF 2.3 million compared to last year.

The decrease in the depreciation charge is caused by a more conservative investment programme for replacing network assets that have exceeded their useful life and some delays in other projects.

## BALANCE SHEET

The overall value of the balance sheet has increased by CHF 16.7 million compared to 2015. This is mainly due to the increase of current work in progress (WIP) and received in advanced (RIA) in relation to sports rights. The increase in WIP and RIA is the consequence of the FIFA World Cup 2018™ (costs and revenues were incurred in 2016), IAAF 2017 and FIS 2017 contracts, partially compensated by the transfer to the P&L of WIP & RIA related to the EURO 2016 contract.

Within assets, the decrease in net account receivables has led to an increase in our net cash position by CHF 25.9 million. A major increase occurred in current RIA mainly due to IAAF 2017.

General reserves decreased by CHF 4.3 million mainly because of the transfer of the ancillary sports rights gross profit (excluding impairment) and the dedicated earmarked reserve (the earmarked reserve has increased accordingly).

## CASH-FLOW STATEMENT

The positive net cash flow from operating activities in 2016 is mainly due to the decrease in net account receivables (largely due to the timing of cash inflows and outflows relating to the major sports events within the year and the payment).

# STATEMENT OF ACTIVITIES

	For the year ended	For the year ended
<b>All Figures in '000 CHF</b>	<b>31.12.2016</b>	<b>31.12.2015</b>
Sales of Rights	195 010	191 496
Network Sales	122 795	113 591
Contributions from Members	27 582	27 971
Other Revenues	59 715	69 137
<b>Operating Income</b>	<b>405 102</b>	<b>402 195</b>
Acquisition of Rights	(182 232)	(182 249)
Release / (Charge) of Impairments	(1 884)	725
Network Expenses	(52 442)	(51 391)
Operations Expenses	(37 083)	(39 046)
Employee Benefit Expenses	(72 193)	(71 296)
Travel Expenses	(6 348)	(6 464)
Fees	(15 510)	(14 211)
Depreciation of Fixed Assets	(20 445)	(21 217)
Provisions for Doubtful Debtors	(2 292)	(2 709)
Other Expenses	(19 475)	(18 889)
<b>Operating Expenses</b>	<b>(409 904)</b>	<b>(406 747)</b>
Loss from Operations	(4 802)	(4 552)
Net Financial Result	236	29
Loss for the Year before Taxation	(4 566)	(4 523)
Income Taxes	97	(124)
<b>Net Loss for the Year</b>	<b>(4 469)</b>	<b>(4 647)</b>

## Note on proposed allocation of earmarked reserves

Earmarked reserves have previously been set aside in anticipation of certain specific costs and charges arising in 2015 and 2016. They stand in relation to the net results for the years as follows:

	<b>2016</b>	<b>2015</b>
Net Loss for the Year	(4 469)	(4 647)
Reserves earmarked against specific costs and charges	5 633	8 438
<b>Surplus for the year before costs and charges covered by earmarked reserves</b>	<b>1 164</b>	<b>3 791</b>

## BALANCE SHEET

All Figures in '000 CHF	31.12.2016	31.12.2015	All Figures in '000 CHF	31.12.2016	31.12.2015
<b>ASSETS</b>			<b>LIABILITIES</b>		
<b>Current Assets</b>			<b>Current Liabilities</b>		
Cash and Cash Equivalents	103 796	77 835	Accounts Payable and Accrued Expenses	68 525	73 857
Accounts Receivable and Accrued Revenues	114 746	149 129	Received In Advance - Short Term	122 173	104 229
Work in Progress - Short Term	89 039	72 539	Short Term Financial Liabilities	107	1 352
Other Short Term Assets	2 427	455	Other Short Term Liabilities	16 238	1 895
Financial Assets	170	369	<b>Total Current Liabilities</b>	<b>207 043</b>	<b>181 333</b>
<b>Total Current Assets</b>	<b>310 178</b>	<b>300 327</b>	<b>Non-Current Liabilities</b>		
<b>Non-Current Assets</b>			Received In Advance - Long Term	93 139	97 747
Work in Progress - Long Term	73 824	67 157	Other Long Term Liabilities and provisions	10 050	11 024
Other Long Term Assets	6 244	7 168	<b>Total Non-Current Liabilities</b>	<b>103 189</b>	<b>108 771</b>
Total Tangible Assets Net	48 847	51 094	<b>Association's Equity</b>		
Total Intangible Assets Net	21 773	18 446	General Reserves	121 684	125 938
<b>Total Non-Current Assets</b>	<b>150 688</b>	<b>143 865</b>	Earmarked Reserves	37 799	32 312
<b>Total Assets</b>	<b>460 866</b>	<b>444 192</b>	Net (Loss) / Surplus for the Year	(4 469)	(4 647)
			Cumulative Translation Adjustment	620	485
			<b>Total Equity</b>	<b>150 634</b>	<b>154 088</b>
			<b>Total Liabilities and equity</b>	<b>460 866</b>	<b>444 192</b>

## CASH-FLOW STATEMENT

All Figures in '000 CHF	31.12.2016	31.12.2015
<b>Cash Flow from operating activities</b>		
<b>Cash Flow from investing activities</b>		
Net (Loss)	(4 469)	(4 647)
Depreciation	20 445	21 217
Interest Income	(996)	(505)
Post-retirement Benefits	-	(2 610)
Provision for Doubtful Debtors	2 292	2 709
(Increase) / Decrease in Debtors and other Receivables	31 043	(28 940)
(Increase) / Decrease in Work In Progress	(23 168)	(40 437)
Increase / (Decrease) in Creditors and other Payables	8 037	(1 608)
Increase / (Decrease) in Received in Advance	13 336	39 036
<b>Net Cash Flow from / (used in) Operating Activities</b>	<b>46 520</b>	<b>(15 785)</b>
<b>Cash Flow from investing Activities</b>		
Tangible Assets Acquisition	(13 366)	(5 338)
Tangible Assets Disposals	299	803
Intangible Assets Acquisition	(8 813)	(8 205)
Intangible Assets Disposals	357	91
Loss of Value on Fixed Assets	-	(364)
Interest Received	996	505
<b>Net Cash Flow from Investing Activities</b>	<b>(20 527)</b>	<b>(12 508)</b>
Effects of exchange rate changes on the balance of cash held in foreign currencies	(32)	(434)
<b>Net Variation in Cash &amp; Cash Equivalents</b>	<b>25 961</b>	<b>(28 727)</b>
Cash & Cash Equivalents at Beginning of Period	77 835	106 562
Cash & Cash Equivalents at End of Period	103 796	77 835
<b>Net Variation in Cash &amp; Cash Equivalents</b>	<b>25 961</b>	<b>(28 727)</b>

# **ANNEXES**

**OUR MEMBERS AND ASSOCIATES**

**OUR GOVERNANCE FRAMEWORK**

**CURRENT GOVERNANCE STRUCTURE**

**OUR ORGANIZATION**

**PSM DELIVERS VALUE TO SOCIETY**

# OUR MEMBERS AND ASSOCIATES

## MEMBERS

### ALBANIA

- Radiotelevisione Shqiptar (RTSH)

### ALGERIA

- Établissement public de Télévision Algérienne (EPTV / Établissement National de Radiodiffusion Sonore (EPRS) / Télédiffusion d'Algérie (TDA)

### ANDORRA

- Ràdio i Televisió d'Andorra, S.A. (RTVA)

### ARMENIA

- Public Television & Radio Armenia (AMPTV), comprising:
  - Public Television of Armenia
  - PR Public Radio of Armenia

### AUSTRIA

- Österreichischer Rundfunk (ORF)

### AZERBAIJAN

- Ictimai (ICTI/ITV)

### BELARUS

- Belaruskaja Tele-Radio Campanija (BTRC)

### BELGIUM

- Vlaamse Radio- en Televisieomroep (VRT) and Radio-Télévision Belge de la Communauté française (RTBF)

### BOSNIA-HERZEGOVINA

- Javna Radio Televizijska servis Bosnia i Hercegovine (BHRT)

### BULGARIA

- Bâlgarsko Nacionalno Radio (BNR)
- Bâlgarska Nacionalna Televizija (BNT)

### CROATIA

- Hrvatska Radiotelevizija (HRT)

### CYPRUS

- Cyprus Broadcasting Corporation (CBC)

### CZECH REPUBLIC

- Český Rozhlas (CR)
- Česká Televize (CT)

### DENMARK

- DR (DR)
- TV2/Denmark (DK/TV2)

### EGYPT

- Egyptian Radio & Television Union (ERTU)

### ESTONIA

- Eesti Rahvusringhääling (ERR)

### FINLAND

- MTV Oy (MTV)
- Oy Yleisradio Ab (Yle)

### FRANCE

- Europe 1 (E1)
- Groupement des Radiodiffuseurs français de l'UER (GRF), comprising:
  - Télévision Française 1
  - France Télévisions (France 2, France 3, France 4, France 5 and Réseau France Outre-mer)
  - Canal Plus
  - Radio France
  - France Médias Monde (RFI), France 24, Monte Carlo Doualiya)

### GEORGIA

- Georgian Public Broadcaster (GPB)

### GERMANY

- Arbeitsgemeinschaft der öffentlich-rechtlichen Rundfunkanstalten der Bundesrepublik Deutschland (ARD), comprising:
  - Bayerischer Rundfunk
  - Hessischer Rundfunk
  - Mitteldeutscher Rundfunk
  - Norddeutscher Rundfunk
  - Radio Bremen
  - Rundfunk Berlin-Brandenburg
  - Saarlandischer Rundfunk
  - Südwestrundfunk
  - Westdeutscher Rundfunk
  - Deutsche Welle
  - Deutschlandradio
  - Zweites Deutsches Fernsehen (ZDF)

### GREECE

- ERT (Hellenic Broadcasting Corporation)

### HUNGARY

- Hungarian Media Group (HMG), comprising:
  - Media Support and Asset Management Fund (MTVA)
  - Duna Media Service Provider

### ICELAND

- Ríkisútvarpid (RUV)

### IRELAND

- Raidió Teilifís Éireann (RTÉ)
- TG4 (TG4)

### ISRAEL

- Israeli Public Broadcasting Corporation (IPBC)\*

### ITALY

- Radiotelevisione Italiana (RAI)

### JORDAN

- Jordan Radio & Television Corporation (JRTV)

### LATVIA

- Latvijas Radio (LR)
- Latvijas Televīzija (LT)

### LEBANON

- Télé-Liban (TL)

### LIBYA

- Libya National Channel (LNC)

### LITHUANIA

- Lietuvos Radijas ir Televizija (LRT)

### LUXEMBOURG

- CLT Multi Media (CLT)
- Établissement de Radiodiffusion Socioculturelle du Grand-Duché de Luxembourg (ERSL)

### FORMER YUGOSLAV REP. OF MACEDONIA

- MKRTV (MKRTV)

### MALTA

- Public Broadcasting Services Ltd. (PBS)

### MOLDOVA

- Teleradio-Moldova (TRM)

### MONACO

- Groupement de Radiodiffusion monégasque (GRMC), comprising:
  - Radio Monte-Carlo
  - Télé Monte-Carlo
  - Monaco Média Diffusion

### MOROCCO

- Société Nationale de Radio Télévision (SNRT)

### MONTENEGRO

- Radiotelevizija Crne Gore (RTCG)

### NETHERLANDS

- Nederlandse Publieke Omroep (NPO), comprising:
  - Vereniging AVROTROS
  - Omroepvereniging BNN-VARA
  - Vereniging De Evangelische Omroep EO
  - Omroep MAX
  - Vereniging KRO-NCRV
  - Nederlandse Omroep Stichting (NOS)
  - NTR
  - Omroepvereniging VPRO

### NORWAY

- Norsk Rikskringkasting (NRK)
- TV 2 AS (TV2)

### POLAND

- Polskie Radio i Telewizja (PRT), comprising:
  - Polskie Radio SA (PR)
  - Telewizja Polska SA (TVP)

\*Application pending

## **PORTUGAL**

- Rádio e Televisão de Portugal (RTP)

## **ROMANIA**

- Societatea Română de Radiodifuziune (ROR)  
- Societatea Română de Televiziune (TVR)

## **RUSSIAN FEDERATION**

- Channel One Russia (C1R)  
- Radio Dom Ostankino (RDO), comprising:  
  - Radio Mayak (MK)  
  - Radio Orpheus (OP)  
- Rossijskoe Teleradio (RTR)

## **SAN MARINO**

- San Marino RTV (RTV)

## **SERBIA**

- Radiotelevizija Srbije (RTS)

## **SLOVAKIA**

- Rozhlás a televízia Slovenska (RTVS)

## **SLOVENIA**

- Radiotelevizija Slovenija (RTVSLO)

## **SPAIN**

- Radio Popular SA COPE (COPE)  
- Radiotelevisión Española (RTVE)  
- Sociedad Española de Radiodifusión (SER)

## **SWEDEN**

- Sveriges Television och Radio Grupp (STR), comprising:  
  - Sveriges Television AB (SVT)  
  - Sveriges Radio AB (SR)  
  - Swedish Educational Broadcasting Company (UR)  
- TV4

## **SWITZERLAND**

- Schweizerische Radio und Fernsehgesellschaft (SRG/SSR)

## **TUNISIA**

- Radio tunisienne et Télévision tunisienne (RTTT), comprising:  
  - Radio tunisienne  
  - Télévision tunisienne

## **TURKEY**

- Türkiye Radyo-Televizyon Kurumu (TRT)

## **UKRAINE**

- Public Broadcasting Company of Ukraine (UA:PBC)

## **UNITED KINGDOM**

- British Broadcasting Corporation (BBC)  
- United Kingdom Independent Broadcasting (UKIB), comprising:  
Independent Television:  
The Network Centre, grouping:  
  - ITV Anglia Television  
  - ITV Border Television

- ITV Central Television

- Channel Television  
- ITV Granada Television  
- STV Central  
- ITV Wales Television  
- ITV West Television  
- ITV London Television  
- ITV Meridian Television  
- STV North  
- ITV Tyne Tees Television  
- UTV Limited  
- ITV Westcountry Television  
- ITV Yorkshire Television  
- Channel 4  
- Sianel 4 Cymru

## **VATICAN STATE**

- Radio Vaticana (RV)

## **ASSOCIATES**

### **AUSTRALIA**

- Australian Broadcasting Corporation (ABC)  
- Free TV Australia (Free)  
- Special Broadcasting Service Corporation (SBS)

### **BANGLADESH**

- National Broadcasting Authority of Bangladesh (NBAB)

### **BRAZIL**

- Rádio Cultura (RC)

### **CANADA**

- Canadian Broadcasting Corporation /Société Radio Canada (CBC)

### **CHILE**

- Corporación de Televisión de la Universidad Católica de Chile (Canal 13) (UCCTV)

### **CHINA**

- China Central Television (CCTV)  
- Shanghai Media Group

### **CUBA**

- Instituto Cubano de Radio y Televisión (ICRT)

### **GEORGIA**

- Rustavi 2 (RB)  
- Telemedi (TEME)

### **HONG KONG**

-Radio Television Hong Kong (RTHK)

### **INDIA**

- All India Radio (AIR)

### **IRAN**

- Islamic Republic of Iran Broadcasting (IRIB)

## **JAPAN**

- Nippon Hoso Kyokai (NHK)  
- TBS Television Inc.  
- Tokyo FM Broadcasting Co. Ltd (TFM)

## **KAZAKHSTAN**

- Khabar Agency

## **KOREA (REPUBLIC OF)**

- Korean Broadcasting System (KBS)

## **MALAYSIA**

- Radio Television Malaysia (RTM)

## **MAURITIUS**

- Mauritius Broadcasting Corporation (MBC)

## **NEW ZEALAND**

- Radio New Zealand (RNZ)  
- Television New Zealand Ltd (TVNZ)

## **OMAN**

- Public Authority for Radio and TV (PART)

## **SOUTH AFRICA**

- South African Broadcasting Corporation (SABC)

## **SYRIA**

- Organisme de la Radio-Télévision Arabe Syrienne (ORTAS)

## **UNITED STATES OF AMERICA**

- American Public Media (APM)  
- Capital Cities/American Broadcasting Companies Inc. (ABC)  
- CBS Corporation (CBS)  
- National Broadcasting Company Inc. (NBC)  
- National Public Radio (NPR)  
- WFMT Radio Network (WFMT)

## **APPROVED PARTICIPANTS**

- ARTE

- Catalunya Música (CAT)  
- EuroNews  
- JP MRD (Former Yugoslav Republic of Macedonia)  
- Cellnex Telecom, S.A., (formerly Albertis Telecom Terrestre, S.L.)  
- Russian TV & Radio Broadcasting Network (RTRN)  
- TV5



# OUR GOVERNANCE STRUCTURE

The governance structures of the EBU give Members the opportunity to become actively involved in our organization and provide valuable input for the **EBU Management**.

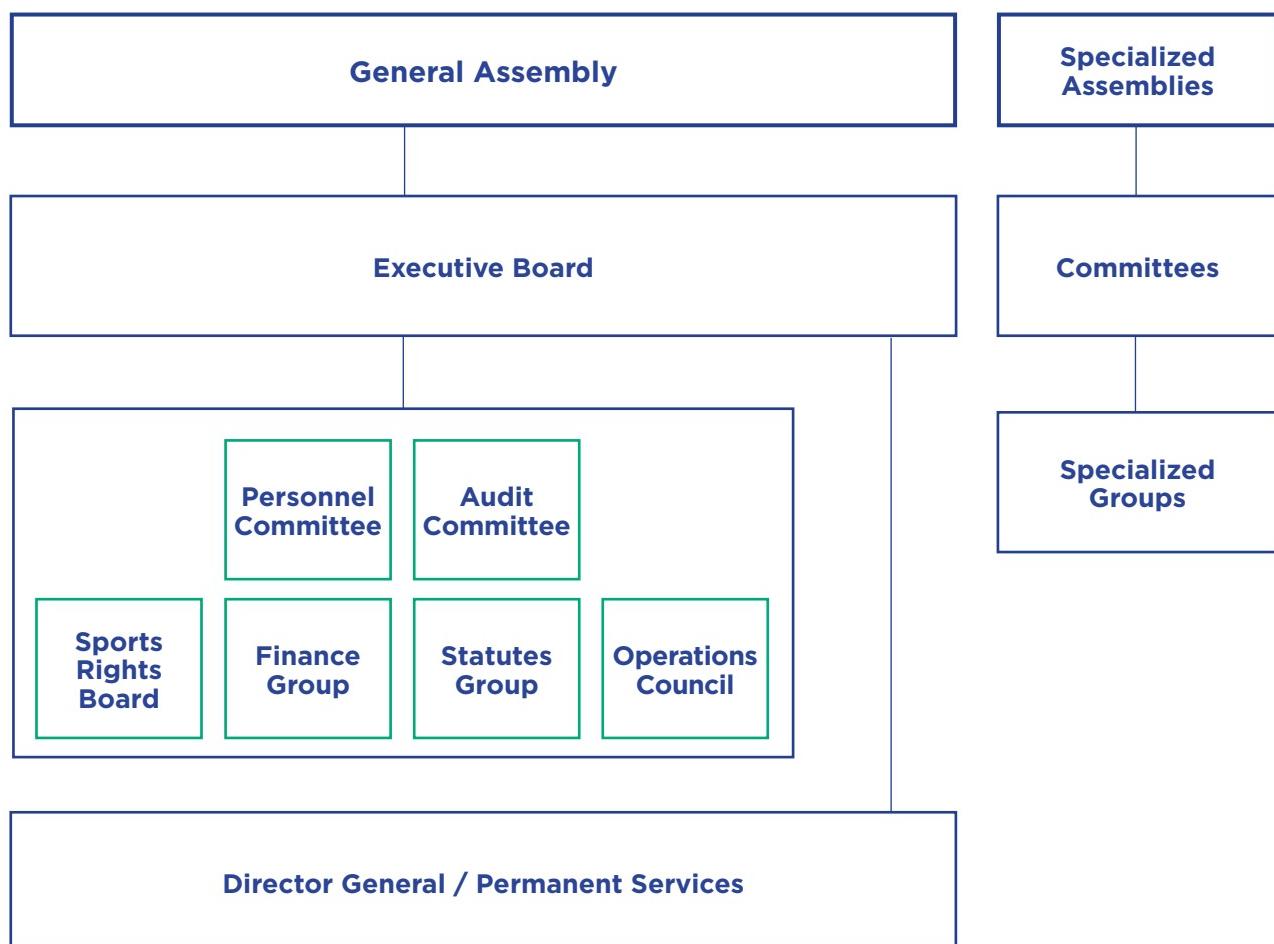
The **General Assembly** elects the Executive Board, approves the strategy, the budget, the annual accounts for the previous year, and the annual reports of the boards and committees.

The General Assembly is the highest decision-making body in the EBU.

The **Executive Board** defines the EBU's position on major regulatory issues as well as the EBU's policies on matters of strategic importance. The Executive Board is responsible for ensuring that the EBU's strategy and policy are duly implemented.

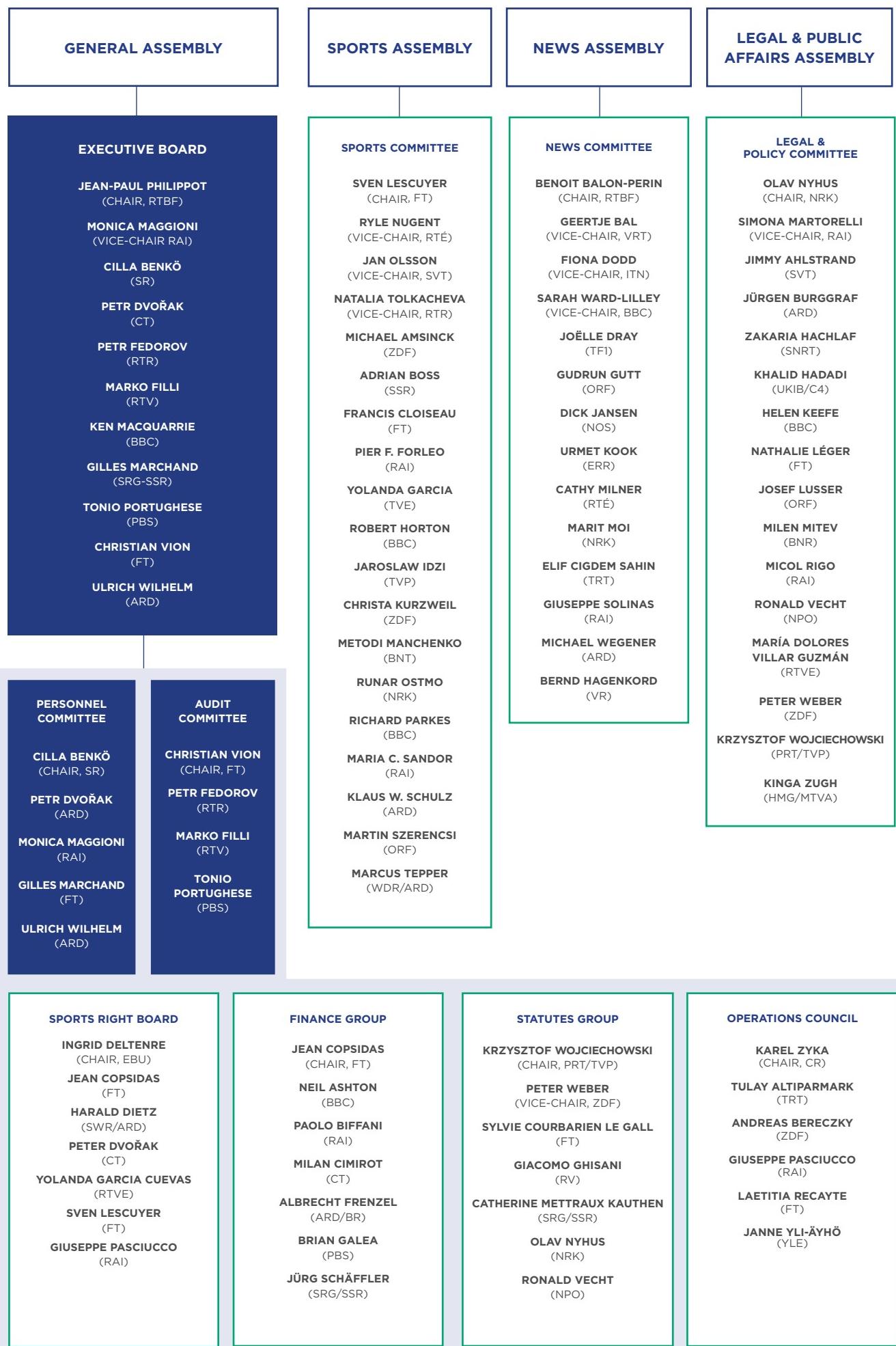
The committees and groups shown below provide direction for strategic and operational activities. In all sectors of the EBU, Members interact and contribute to the organization's work through experts groups.

## GOVERNANCE FRAMEWORK



**i** Read more:  
Members' list: [www.ebu.ch/members](http://www.ebu.ch/members)  
Governance structure: [www.ebu.ch/about#governance](http://www.ebu.ch/about#governance)

# CURRENT GOVERNANCE STRUCTURE



TELEVISION ASSEMBLY	RADIO ASSEMBLY	TECHNICAL ASSEMBLY	INTERNATIONAL BROADCASTING ASSEMBLY
<p><b>TELEVISION COMMITTEE</b></p> <p>MARKUS STERKY (CHAIR, SVT)</p> <p>CHANTAL BERNHEIM (VICE-CHAIR, RTS)</p> <p>NICOLA CALIGIORE (VICE-CHAIR, RAI)</p> <p>FRANK-DIETER FREILING (VICE-CHAIR, ZDF)</p> <p>MILAN FRIDRICH (VICE-CHAIR, CT)</p> <p>MOHAMED ABDENOUR (SNRT)</p> <p>ANA MARIA BORDAS (RTVE)</p> <p>ALEXANDRE DUREUX (FT)</p> <p>NATALIJA GORSZAK (RTVS)</p> <p>DERMOT HORAN (RTE)</p> <p>PETRI JAUHAINEN (YLE)</p> <p>FRANS KLEIN (NPO)</p> <p>EKATERINA ORLOVA (RTR)</p> <p>DOUG WHITELAW (BBC)</p> <p>MAREK SOLON-LIPINSKI (TVP)</p>	<p><b>RADIO COMMITTEE</b></p> <p>GRAHAM ELLIS (CHAIR, BBC)</p> <p>MARIUS LILLELIEN (VICE-CHAIR, NRK)</p> <p>SERGE SCHICK (VICE-CHAIR, FR SRF)</p> <p>RENÉ ZAVORAL (VICE-CHAIR, CR)</p> <p>ANGELIKA BIERBAUM (ARD/HR)</p> <p>ANDREA BORGINO (RAI)</p> <p>FRANCIS GOFFIN (RTBF)</p> <p>JOSÉ GABRIEL HERRERO (RTVE)</p> <p>MIHA LAMPREHT (RTVSL)</p> <p>GUSTAV LÜTZHOFT (DR)</p> <p>ZORAN MIHAJLOVIC (HRT)</p> <p>ALBENA MILANOVA (BNR)</p> <p>MARIANNA MUCSÁNYI (MTVA)</p> <p>MARC SAVARY (CH/SRG SSR)</p>	<p><b>TECHNICAL COMMITTEE</b></p> <p>EGON VERHAREN (CHAIR, NPO)</p> <p>KLAUS ILLGNER-FEHNS (VICE-CHAIR, IRT)</p> <p>GINO ALBERICO (RAI)</p> <p>KAZIMIR BACIC (HRT)</p> <p>PER BJÖRKMAN (SVT)</p> <p>GALINA FEDOROVA (RTR)</p> <p>GRIGORIS MALIOTIS (CYBC)</p> <p>MICHEL NUGENT (ERT)</p> <p>JUDY PARNALL (BBC)</p> <p>THOMAS SANER (SRG/SSR)</p> <p>OLLI SIPILA (YLE)</p> <p>BRUNO TEZENAS DU MONTCEL (GRF/FFM)</p> <p>RICHARD WAGHORN (RTÉ)</p>	<p><b>INTERNATIONAL BROADCASTING COMMITTEE</b></p> <p>KLAUS BERGMANN (CHAIR, DW)</p> <p>KAZIMIR BACIC (HRT)</p> <p>ZLATAN BEGOVIC (RTS)</p> <p>GIOVANNI CELSI (RAI WORLD)</p> <p>MARIOLA CZARNECKA (TVP)</p> <p>PAULO JORGE (RTP)</p> <p>JOHN MAGUIRE (FRANCE MÉDIAS MONDE)</p> <p>MARIA JESUS PEREZ (RTVE)</p> <p>SRECKO TRGLEC (RTV SLO)</p>

# OUR ORGANIZATION

The European Broadcasting Union (EBU) is the world's foremost alliance of public service media (PSM). Our mission is to make PSM indispensable. We have 73 Members in 56 countries in the European broadcasting area and an additional 33 Associates in Asia, Africa, Australasia and the Americas.

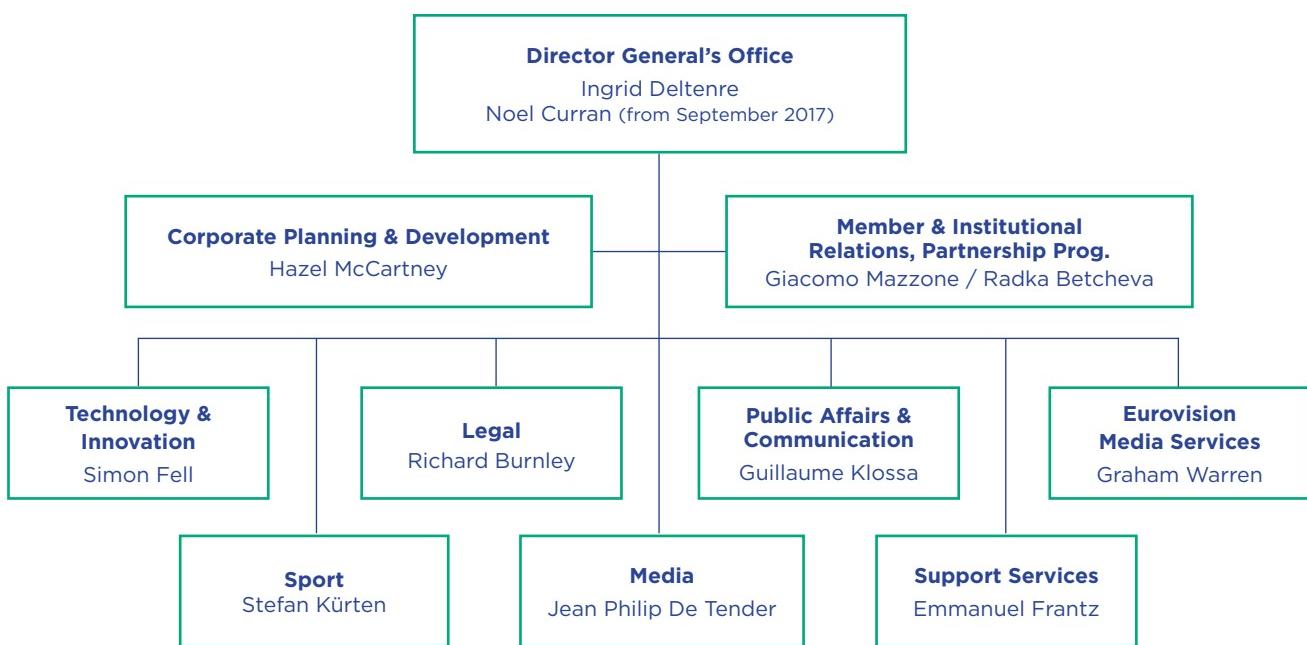
Our Members operate almost 2,000 television and radio channels together with numerous online platforms. Together, they reach audiences of more than one billion people around the world, broadcasting in more than 120 languages.

We are one EBU with two distinct fields of activity: member services and business services.

Our member services strive to secure a sustainable future for public service media, provide our Members with a centre for learning, sharing and expertise and build on our founding ethos of solidarity and cooperation to provide world-class content through our exchanges, coproductions and collective rights negotiations.

Our business services, operating under the Eurovision brand, are the media industry's premier producer and distributor of top-quality live news, sport and entertainment with over 60,000 transmissions and almost 100,000 hours of news and sport every year.

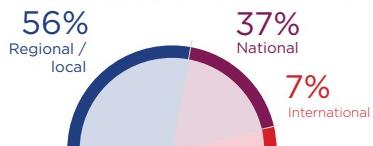
We have offices in Brussels, Rome, Dubai, Moscow, New York, Washington DC, Singapore and Beijing. Our headquarters are in Geneva.



Discover more about the EBU  
[www.ebu.ch](http://www.ebu.ch)

# PSM DELIVERS VALUE TO SOCIETY

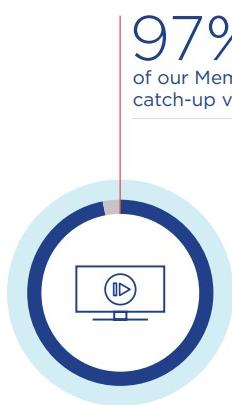
## BY REACHING ALL CITIZENS



More than half of our Members' services target **regional or local** communities

Our Members operate **255 TV and radio services** for linguistic and ethnic minorities

## BY MAKING CONTENT ACCESSIBLE EVERYWHERE



**97%**  
of our Members have a free catch-up video service



**93%**  
of our Members have a free on-demand/podcast service for audio content

## BY KEEPING CITIZENS INFORMED



**NEWS**  
& CURRENT  
AFFAIRS

Our Members operate **101 TV and radio services** dedicated solely to news and current affairs



**20  
HOURS/DAY**



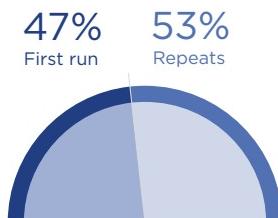
**33  
HOURS/DAY**

In addition, our Members broadcast on average **20 hours of TV news** and **33 hours of radio news** per day across their other non-news channels

## BY PROVIDING NEW AND INNOVATIVE CONTENT AND SERVICES



Our Members launched **74 new audiovisual services** in 2015 (TV, radio and internet)



Almost half of all broadcasts on our Members' TV channels are **brand new content**



EBU Media Intelligence Service | Source: EBU based on Members' data  
[www.ebu.ch/mis](http://www.ebu.ch/mis)

**EUROPEAN BROADCASTING UNION**

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[www.ebu.ch](http://www.ebu.ch)

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